

II. Career Patterns

(a) Secretarial Career Service

Secretaries comprise a significant and essential segment of our total workforce and the Agency, through its Career Services must be actively concerned with their interests and morale to the same attentive degree directed to the needs of professional personnel. The secretarial "problem" is multi-faceted and will not be solved by title changes, position upgrading or token actions.

Considerable time and resources have been expended, especially during the past three years, to "do something about" the Secretarial Career Service situation. A number of surveys were conducted; many secretarial positions in all Directorates were reviewed; and the EAG discussed the subject at least on two occasions. It was decided after careful consideration, that an Agency-wide Secretarial Career Service would not be feasible. Each Directorate, with its own decentralized authority can much more effectively administer a Secretarial Career Service than an Agency-wide service. The DDO has made significant strides in upgrading the role of the secretary and has, in effect, established a Career Service which appears to be working effectively. The other Career Services should likewise formalize procedures for the Career management of secretaries. This would allow for programs to assist talented and ambitious secretaries to expand their potential fully to increase career opportunity, enrich their job environment and allow the Agency to take full advantage of existing personnel resources.

II. (b) Sub-Specialty for Case Officer

Previous proposals have been made by groups of young and mid-level officers for the establishment of a "Foreign Intelligence Officers Corps" within the DDO career service, resembling the Department of State's Foreign Service Officer group. These proposals generally included: increases in the grade levels of positions established for the "corps"; allocation of supergrade allowances for exclusive use of Corps personnel; fast-track progression for Corps members.

The DDO has always managed the evaluation, ranking and promotion of the Operations or Case Officer group under a specific Panel of the career service, with non-case officer personnel under the purview of separate Panels. Case Officers compete against their own peer group in terms of their occupational specialty and grade grouping and are competitively evaluated and ranked by more senior officers of their career specialty.

The establishment of high-profiled special or "elite" groups within a career employee work-force, especially where improved benefits are provided, would require strong and tangible justification to override the negative perceptions of personnel in other but equally important or demanding occupational areas.

II. (c) Specialists - No Management

The false assumption is made by many that "specialists" cannot advance to senior positions unless they have supervisory or managerial responsibilities.

Sound position classification principles include recognition of the "specialist" and the value of his/her expertise as job classification elements and the need to provide reasonable "dual track" progression to higher grade levels within specialized occupational fields.

There are approximately 29% of the Agency's total higher graded positions GS-14 and above that are classified (graded) on the basis of substantive skill requirements rather than the managerial or supervisory content of the job. These include several supergrade level positions for senior analysts in NFAC, ten NIO's and thirty-three Scientific Pay Schedule positions, mostly assigned to the DDS&T.

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(d) Requirement for service outside one career service for promotion to supergrade

The missions, functions and substantive responsibilities of the four Directorates are quite diverse requiring the employment of professional occupational mixes and academic disciplines/specialties that are unique to each of the Directorate career services.

Each of the Directorates have a requirement to tailor an employee's individual development in order to enhance his skills, knowledge and abilities, through a combination of formal training and developmental assignments. These essential differences between the Directorates require and logically result in employee development and progression through the career ladders of a single Directorate.

The Agency's Personnel Development Program places primary emphasis on career service identification and planned development of individuals at the grade GS-13 through GS-15 level as the candidate pool for future successors for senior level (supergrade) positions within the Agency. Planned developmental assignments, including rotational tours in other Directorates, are emphasized in the PDP in order to provide broader experiences, insights and understanding of other Directorate activities and responsibilities.

In 1977, the EAG identified some fifty "Key Positions" throughout the Agency which could be filled by officers from any Directorate. Candidates for these positions were to be reviewed by

the EAG and selection made by the Director.

Recommendations

(a) The current concepts of the PDP within the individual career services be continued to meet the anticipated requirements of each career service for filling their senior level positions.

(b) Rotational assignments of PDP identified employees to other career services be re-examined in order to provide a cadre of future candidates for those "Key positions" where inter-Directorate experience is required.

(c) The EAG (or other appropriate body) oversee the maintenance of current Key Position listings and identify and monitor the development of a cadre of potential candidates within the Directorates. This would include a requirement, if necessary, that potential candidates be provided appropriate inter-Directorate rotational assignments in the course of their career development.

II. (c) Management Training

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Management is the art of skillfully allocating scarce resources, both financial and human, to procure and manage a workforce that will support our objectives and goals.

The current system of selecting candidates for managerial training has evolved from a "hit and miss" technique to a rather sophisticated procedure utilizing the Personnel Development Program (PDP). Designated internal and external courses are scheduled in an orderly fashion for those officers included in the PDP. The Agency has developed appropriate programs in recent years to assist in the preparation of those individuals for broader assignments within their own component and in other areas of the Agency. Specifically, the institution of the Management Seminar, the Senior Seminar and the Creative Leadership Course help meet the internal training needs of our prospective managers.

The training required to equip an individual with the essentials needed to effectively manage these resources varies from individual to individual. It is both a vital and complex area and is complicated by the fact that some executives are natural leaders, while others must acquire the traits of know-how of properly handling resources.

Formal management training in decision-making, problem solving and human relations would normally be the courses required to establish a base line needed to equip a manager with the essentials. In this era, probably the critical ingredients needed by a modern-day manager in this Agency would be the ability to select and weigh the factors relevant to a decision and to understand the organizational and managerial functions of translating a decision into action.

III. Job Opportunities

(a) Vacancy Notices

The current Agency-wide vacancy notice system implemented in January 1973 was designed as a system to promote optimum use of existing manpower resources and to make information about assignment opportunities available to as many employees as possible. This system is meant to complement the Career Service personnel development system and, with the Agency's assignment policy as published in

cover the primary facets of an assignment system: the needs of the Agency, the needs and career aspirations of the employee, and developmental opportunities. Components may, at their discretion, advertise within the component only, within the Directorate only or Agency-wide, or all three in that order.

When an office decides to advertise Agency-wide, the information concerning the vacancy is prepared within the component and submitted to the Office of Personnel for review and publication. Distribution is made to 73 mailing points in the Agency. Interested employees who meet the qualifications outlined may then submit their applications through their own personnel officers to the Office of Personnel, or directly to the advertising component for clerical vacancies. The components then deal directly with the employee who has applied, or his/her personnel officer, to arrange interviews if necessary. If a selection is made, the component again deals

directly with the employee's component to arrange release dates. Employees who are not selected are so notified in writing.

Vacancy notices are posted in a central location, circulated to sections, circulated to each employee, or a combination of all three. The individual notices are also available for review in the Headquarters Library and in Ames Building. The Vacancy notices list positions from GS-04 to SPS, contract, part-time and wage board. The annual number of vacancies has increased from 67 in 1973 to approximately 250 in 1976. Applications have also increased rather dramatically, from 225 in 1973 to about 1500 in 1976. More positions each year are being filled from outside the advertising component. Because of our decentralized system, it is recommended that the Vacancy Notice procedure be continued as presently structured.